



County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA
Chief Executive Officer

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Second District

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Third District

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Fourth District

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Fifth District

December 16, 2008

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

**DEPARTMENT OF PUBLIC HEALTH REQUEST TO APPOINT ALONZO PLOUGH, III,
TO THE POSITION OF ADMINISTRATOR, SPECIALIZED HEALTH PROGRAM**

Consistent with Board-approved policy on management appointments, the Department of Public Health (DPH) requests authorization to appoint Alonzo Plough, III, Ph.D., MPH, to the position of Administrator, Specialized Health Program at an annual salary of \$157,220.04 (\$13,101.67/month). This salary places Dr. Plough on the 18th step of Salary Range S13, and represents a 25 percent decrease from his current salary with his primary employer. We have reviewed the attached and concur with the request to appoint Dr. Plough to this position at the requested salary.

Dr. Plough will function as the Director of DPH's Emergency Preparedness and Response Program responsible for assuring the operational readiness of DPH to respond to emergencies and disasters. Responsibilities include, but are not limited to: formulating and implementing exercise plans, policy and program development, analyzing legislation, and directing the grant applications for emergency preparedness funding sources. Additionally, the Director will act as a liaison for federal, State and local agencies on all emergency preparedness matters.

DPH reports that Dr. Plough has over 30 years in public health administration, ten years of which he was the Deputy Commissioner and Director of Public Health for the Boston Department of Health and Hospitals. Following that appointment, Dr. Plough was the

"To Enrich Lives Through Effective And Caring Service"

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Each Supervisor
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Director and Health Officer, Public Health for the Seattle-King County for five years, at which time he developed an emergency preparedness and response unit. Dr. Plough presently holds two positions: Vice President for Strategy, Planning and Evaluation at The California Endowment, his primary employment; and Professor, Health Services, for the University of Washington.

Dr. Plough holds a Bachelor of Arts from St. Olaf College, a Master of Arts from Cornell University, a Masters in Public Health from Yale, and a Ph.D. from Cornell University. A copy of Dr. Plough's curriculum vitae and additional information provided by DPH are attached.

In accordance with the policy on managerial appointments, unless this Office is informed otherwise from your offices by December 23, 2008, we will advise DPH that authorization has been granted to proceed with Dr. Plough's appointment to Administrator, Specialized Health Program at an annual salary of \$157,220.04 effective December 24, 2008.

If you have any questions or concerns regarding this appointment, please call me or your staff may contact Richard Martinez of this Office at (213) 974-1758.

WTF:SRH:SAS
MLM:TOF:yb

Attachment

c: Executive Officer, Board of Supervisors
Director and Health Officer, Department of Public Health
Director of Personnel

121608_HMHS_MBS_A Plough

**NON-PHYSICIAN
MANAGEMENT APPOINTMENT
AND
SPECIAL STEP PLACEMENT REQUEST**

Candidate Name: Alonzo Louis Plough III, Ph.D., MPH

Employee No.: N/A

(Check one) NEW HIRE: ☒ PROMOTION: ☐

I. FACILITY/PROGRAM

A. Provide organization chart & highlight the position –

SEE ATTACHMENT

B. Describe where the position fits into the management organizational structure:

The Administrator, Specialized Health Program position will serve as the Director, Emergency Preparedness and Response Program for the Department of Public Health (DPH) reporting to the Director of Public Health and Health Officer.

C. Describe the duties and responsibilities which reflect the scope and complexity of the position:

The Director, Emergency Preparedness and Response Program has responsibility to direct the planning, development, implementation, coordination, administration, monitoring and evaluation of the DPH Emergency Preparedness and Response Program. As such, the position assures the operational readiness of the Department of Public Health to respond to emergencies and disasters; assures operational readiness of the DPH Emergency Desk and Department Operations Center (DOC); formulates and develops exercise plans, policies and programs for Public Health emergency preparedness and response; and maintains interagency relationships with Federal, State and County emergency planning and response partners. The position also directs the preparation of budgets and grant applications for Federal, State and County funding sources related to emergency preparedness; represents the department and County on public health emergency planning and response issues before Federal, State and County entities; analyzes Federal and State legislation and policy proposals affecting emergency response; and directs the development, implementation, and monitoring of contract entities.

D. Indicate the candidate's unique qualifications, special skills or abilities, work background or experience, etc.:

Dr. Alonzo L. Plough, III, presently holds two professional appointments, each of which commenced in 2005. He currently serves both as Vice President Strategy, Planning and Evaluation for the California Endowment (TCE) in Los Angeles, as well as Professor, Health Services at the University of Washington, School of Public Health & Community Medicine in Seattle, Washington. In his capacity as Vice President for TCE, Dr. Plough is responsible for strategic development, impact assessment, public policy, research and planning activities for the organization, which has as its mission to expand affordable, quality health care for underserved individuals and communities and to promote fundamental improvements in the health status of all Californians. TCE has an endowment of \$4 Billion to support its mission and is the ninth largest foundation in the United States. In his TCE leadership capacity, Dr. Plough has spearheaded the strategic planning process to establish a new ten-year plan for the Foundation, contributed to the development of an implementation plan, and established an evaluation and impact plan.

As Professor, Health Services in the University of Washington School of Public Health & Community Medicine, Dr. Plough is a member of the teaching faculty of the Department of Health Services, with specialization in Public Health Practice. His teaching responsibilities include Introduction to Health Care Management, Public Health Practice Core Course, and guest lecturing in departmental courses. His curriculum and program development activities include establishment of the academic public health department program, and the community-based public health practice track, in collaboration with Public Health-Seattle & King County.

Among his many notable previous positions, Dr. Plough served five years as Director and Health Officer, Public Health-Seattle & King County, Seattle, WA, which is one of the nation's leading metropolitan health departments with 2,000 employees and a \$300 million, largely entrepreneurial, budget serving nearly 2 million residents. Programs and services include chronic and infectious disease prevention, environmental health, community health clinics, emergency medical services, jail health, school health, healthcare for the homeless and substance abuse prevention. The Director/Health Officer has both management and scientific oversight of this department and reports to the Mayor of Seattle, the King County Executive, and a 13 member Board of Health. Accomplishments during Dr. Plough's tenure include, increasing sponsored research funding by 75%, developing community-based practice focus, establishing emergency preparation and response unit, restructuring primary care services--eliminating financial deficit, instituting diversity management process, implementing new mediation structure to improve relationship with eight unions, developing national model public awareness and social marketing campaign for public health, and establishing region-wide prevention partnership including public and private health providers and systems.

His leadership activities during this service greatly increased visibility and community presence of the health department and public health in general through service on numerous community-based organization and foundation boards, and extensive radio, television, and newspaper commentaries and editorials. On a national level, he provided extensive consultation to and engagement with federal health agencies, professional associations and health advocacy groups on critical public health concerns, including bioterrorism, global health, and health care equity.

Other past positions held include serving as Deputy Commissioner and Director of Public Health Boston Department of Health and Hospitals, Boston, MA; serving as Lecturer, Health Policy and Management from 1985 to 1995, Harvard University School of Public Health, Boston, MA; and serving as Associate Professor (Tenured), Graduate Program in Urban and Environmental Policy. Joint appointment in Community Health Department, School of Medicine from 1982-1991, Tufts University, Medford, MA.

He holds an earned doctorate from Cornell University in New York and a Master of Public Health degree from Yale University School of Medicine, Department of Epidemiology and Public Health, as well as a master degree from Cornell University in New York.

Dr. Plough has amassed vast educational sector experience that includes having developed and taught a variety of trainings, curricula, and educational programs in executive education, continuing professional education, graduate and undergraduate teaching. Content areas are in the fields of health care management, public health administration, chronic disease epidemiology, behavioral science, community-based prevention education and research methods. He has also worked extensively with public school districts on health education and health promotion curricula including programs for both elementary and secondary schools.

Dr. Plough's prior research and development experience includes serving variously as Principal Investigator, Co-Investigator, Principal Researcher, Project Director, and an Investigator. Also throughout his professional career, Dr. Plough has authored multiple original reports, book chapters, published editorials, and developed numerous scientific presentations and abstracts, and delivered major speeches relating to topical public health matters.

E. Provide the candidate's résumé or curriculum vitae –

SEE ATTACHMENT

F. Identify highest paid subordinate reporting to this position

Name: Dickson Diamond, M.D.

Employee #:

Title: Physician Specialist, M.D.

Base Monthly Salary: \$13,852.15

Base Annual Salary: \$166,225.80

Salary Schedule: D13, Step 08

G. Identify management position above the position requested

Name: Jonathan E. Fielding, M.D., M.P.H.

Employee #:

Title: Director of Public Health and Health Officer

Base Monthly Salary: \$24,563.00

Base Annual Salary: \$294,756.00

Salary Range: Range 24

II. HUMAN RESOURCES

Certify that the position is vacant and budgeted

YES ☒ NO ☐

Verify current salary of the individual for whom the request is being submitted.

CURRENT BASE SALARY: Month: \$17,500.00

Annual: \$210,000.00

Salary Range: N/A

NEW HIRE OR PROMOTION: Designate amount of proposed monthly salary based on standard 5.5 increases and/or verify that requested salary is consistent with other managers in the department.

PERCENTAGE DECREASE BELOW CURRENT SALARY: 25% (Approx.)

PROPOSED SALARY: Monthly: \$13,101.67 (\$13,494.72 effective 1/1/09)
Annually: \$157,220.04 (\$161,936.64 effective 1/1/09)
Salary Range: S13, Step 18

Provide listing of all internal equivalent positions within facility/program

Verify that candidate is listed on the appropriate Certification List and is reachable

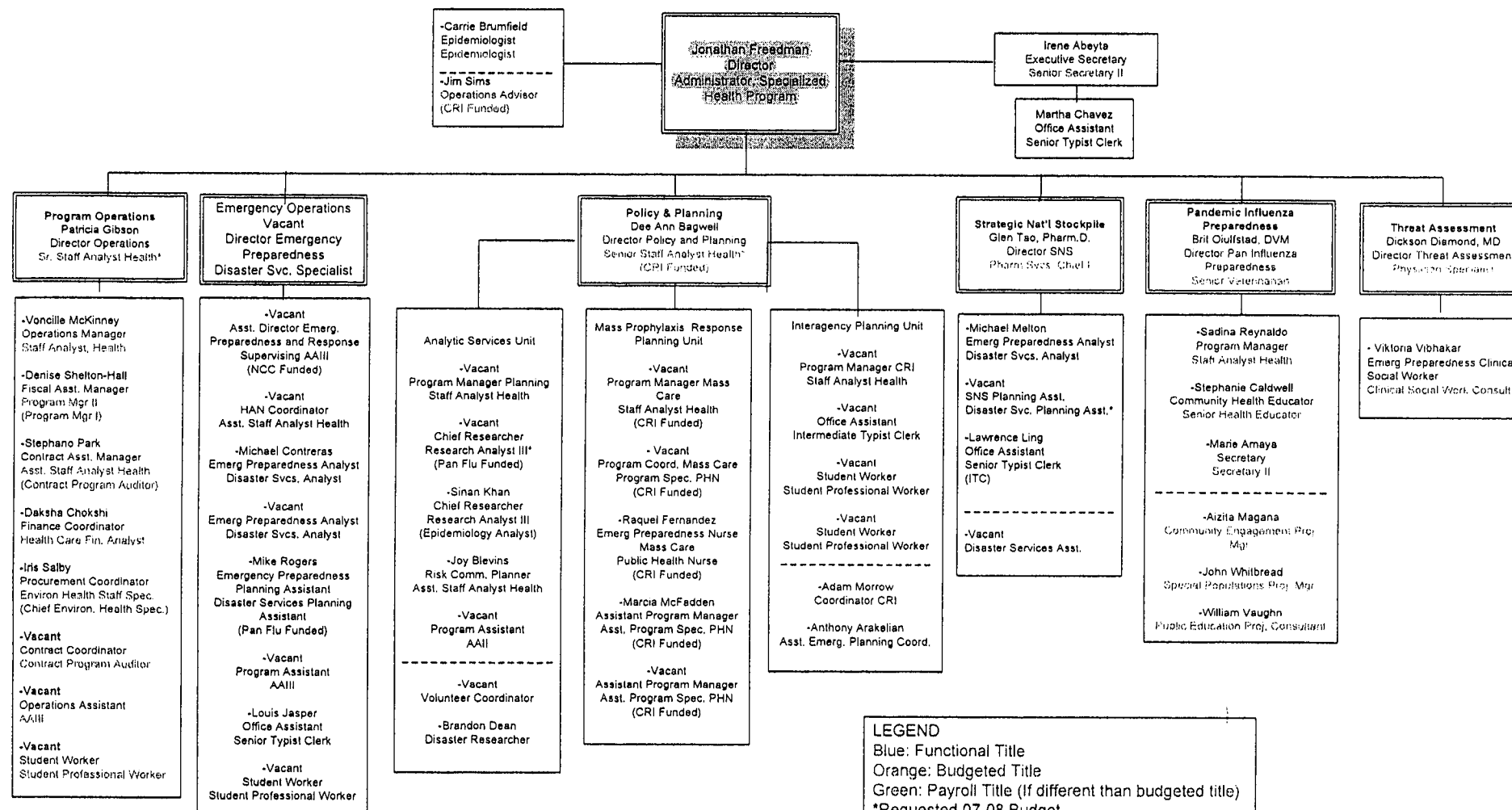
YES ☒ NO ☐



Los Angeles County - Department of Public Health

Emergency Preparedness & Response Program

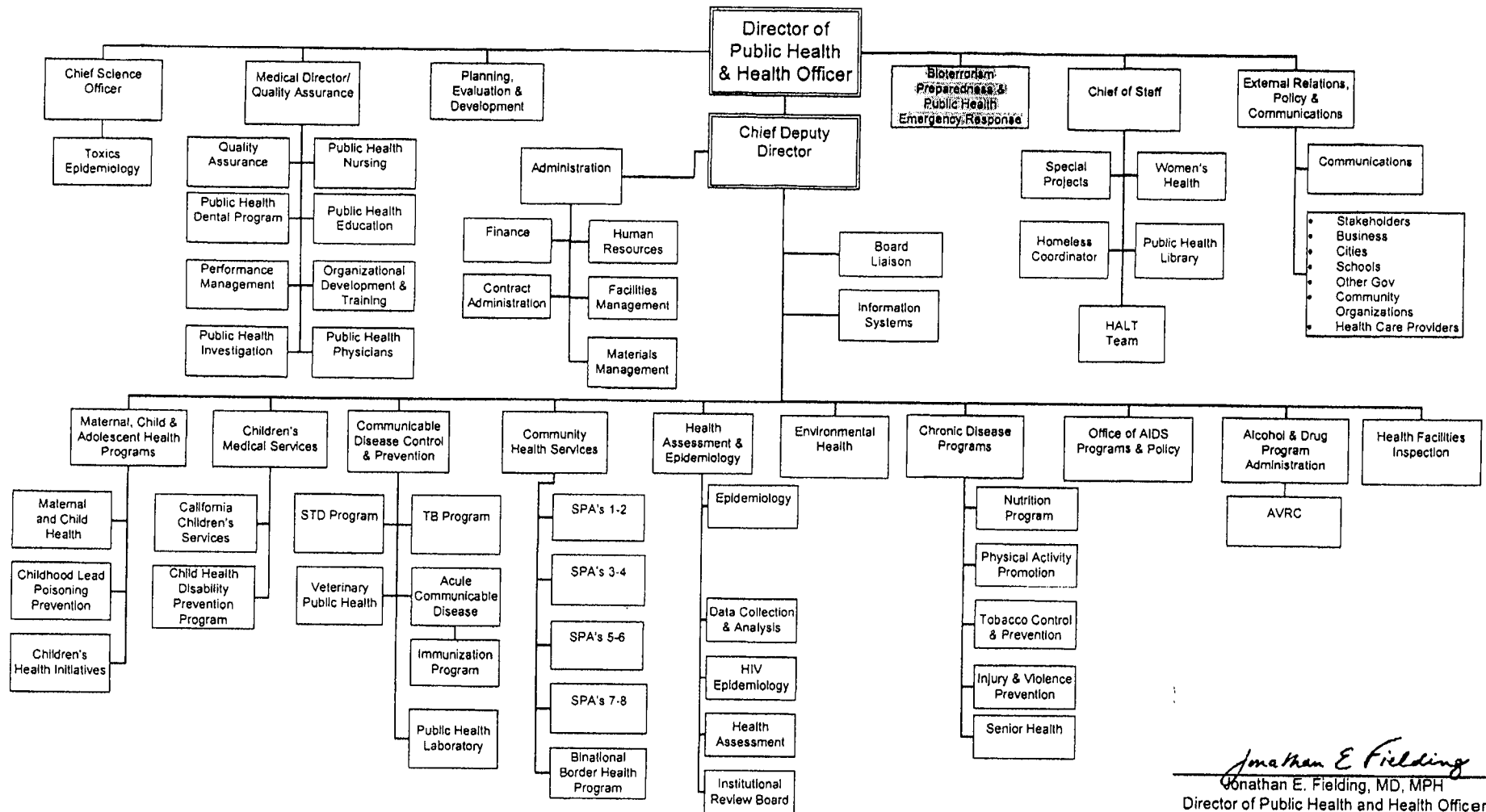
FY 07 – 08 Organization Chart



LEGEND
Blue: Functional Title
Orange: Budgeted Title
Green: Payroll Title (If different than budgeted title)
*Requested 07-08 Budget
Pink: PHFE

Last Update: 7/1/07

LOS ANGELES COUNTY – DEPARTMENT OF PUBLIC HEALTH



Jonathan E. Fielding
 Jonathan E. Fielding, MD, MPH
 Director of Public Health and Health Officer
 September 30, 2008

CURRICULUM VITÆ

Alonzo Louis Plough, III, Ph.D., MPH

EDUCATION:

Ph.D.: Cornell University, Ithaca, New York, 1978
M.P.H.: Yale University School of Medicine, Department
of Epidemiology and Public Health, 1977
M.A.: Cornell University, Ithaca, New York, 1975
B.A.: St. Olaf College, Northfield Minnesota, 1973

PROFESSIONAL APPOINTMENTS:

Vice-President Strategy, Planning and Evaluation
The California Endowment, Los Angeles, CA (2005- Current)

The mission of The California Endowment is to expand access to affordable, quality health care for underserved individuals and communities, and to promote fundamental improvements in the health status of all Californians.

With an endowment of \$4 Billion to support its mission, TCE is the ninth largest foundation in the United States. The Vice President for Strategy, Planning and Evaluation is responsible for strategic development, impact assessment, public policy, research and planning activities.

Accomplishments include leading the strategic planning process to establish a new ten-year plan for the Foundation, contributing to the development of an implementation plan, and establishment of an evaluation and impact plan.

Professor, Health Services (1995 -- current)
University of Washington
School of Public Health & Community Medicine, Seattle, WA

Member of the teaching faculty of the Department of Health Services, with specialization in Public Health Practice. Teaching responsibilities included Introduction to Health Care Management, Public Health Practice Core Course, and guest lecturing in departmental courses. Curriculum and program development activities included establishment of the academic public health department program, and the community-based public health practice track, in collaboration with Public Health-Seattle & King County.

PREVIOUS POSITIONS:

Director and Health Officer, Public Health-Seattle & King County, Seattle, WA (1995 – 2005)

Public Health-Seattle & King County is one of the nation's leading metropolitan health departments with 2,000 employees and a \$300 million, largely entrepreneurial, budget serving nearly 2 million residents. Programs and services include chronic and infectious disease prevention, environmental health, community health clinics, emergency medical services, jail health, school health, healthcare for the homeless and substance abuse prevention. The Director/Health Officer has both management and scientific oversight of this department and reports to the Mayor of Seattle, the King County Executive, and a 13 member Board of Health. Accomplishments: Increased sponsored research funding by 75%,

developed community-based practice focus, established emergency preparation and response unit, restructured primary care services eliminating financial deficit, instituted diversity management process, implemented new mediation structure to improve relationship with eight unions, developed national model public awareness and social marketing campaign for public health, and established region-wide prevention partnership including public and private health providers and systems. In leadership activities; greatly increased visibility and community presence of the health department and public health in general through service on numerous community-based organization and foundation boards, and extensive radio, television, and newspaper commentaries and editorials. On a national level, provides extensive consultation to and engagement with federal health agencies, professional associations and health advocacy groups on critical public health concerns, including bioterrorism, global health, and health care equity.

Deputy Commissioner and Director of Public Health (1989-1995)
Boston Department of Health and Hospitals, Boston, MA

Directed the Public Health Department, City of Boston. The department had 700 employees and an annual budget of \$65 million. Responsible for all preventive and community-based health services including AIDS, Maternal Child Health, Environmental Health, Addiction Services, Communicable Disease Control, Community Dental, Community Health Centers, Homeless Shelters and Boston Emergency Medical Services. Led public health research and development activities which raised 50 million dollars for funded projects. Led intergovernmental communication and planning at federal, state, and local level. Included extensive work with both private sector and community-based organizations.

Lecturer, Health Policy and Management (1985 – 1995)
Harvard University School of Public Health, Boston, MA

Course director for Public Health Practice requirement in the Masters of Public Health Program. Included faculty development in public health practice and strengthening agency linkages to public health training programs. Prior to 1990, developed and taught History and Sociology of Health Care in America – a required course in Health Policy and Management.

Associate Professor (Tenured), Graduate Program in Urban and Environmental Policy. Joint appointment in Community Health Department, School of Medicine (1982-1991, on leave 1989-1991). Tufts University, Medford, MA

Research and community service in chronic disease epidemiology, health service delivery systems, and environmental health. Teaching activities with undergraduate, graduate, and medical students. Also served as Co-Director of Risk Communication Section, Tufts Center for Environmental Management, providing national technical assistance to U.S. Environmental Protection Agency.

Executive Director, New England Health and Poverty Action Center (1986 – 1989), Boston, MA

Founding director of a non-profit center that provided technical assistance, program development, fund raising and strategic planning to community-based organizations. Developed activities that

linked private philanthropy to community-based health and human service providers to implement new programs to reduce poverty and improve community health.

**Senior Research Associate and Project Leader, Center for Health Policy Analysis (1978-1984).
University Health Policy Consortium Center (a collaboration of Brandeis University, Boston
University and the Massachusetts Institute of Technology)**

Directed unit that provided research, policy development, and analytic support to U.S. Health Care Financing Administration (Medicare and Medicaid) on costs and quality of care in chronic disease management.

**Assistant Professor to Adjunct Associate Professor, Operations and Health Care Management
(1977-1982). Boston University Graduate School of Management, Boston, MA**

Teaching, research and community service in operations management, health administration, and health policy. Significant focus on executive education programs.

**Research Fellow, Health Services Research Program (1976-1977). Yale University Center for
Health Services, and Veterans Administration Hospital, West Haven, CT**

Directed research project on epidemiological outcomes in End Stage Renal Disease.

AWARDS and HONORS:

- Commitment to Leadership Award, Millenium Resources, Inc., 2002
- Outstanding Achievement Award for Leadership in Diversity Management – King County Diversity Management Committee, 2001
- Career Exemplary Public Service Award, American Society of Public Administrators, 2000
- Scholar, Centers for Disease Control and Prevention, Public Health Leadership Institute, 1999
- NOVA Award for Innovative Community Partnerships, American Hospital Association, 1998
- Group Recognition Award for work on the E. coli Outbreak Response Team, United States Food and Drug Administration, 1997
- Col. William Hill Award, Outstanding Achievement in Health Care, African-American Community Health Network, 1996
- Martin Luther King Jr./Blanche S. Lavizzo Award, Odessa Brown Children's Clinic and Children's Hospital, 1996
- Fidelity Follow Through Award, Boston Management Consortium, 1991
- Kellogg National Fellow, Kellogg Foundation, 1980-1983
- Health Services Research Traineeship, Center for Health Services, Yale University and Veterans Administration Hospitals, 1975-1976
- Rockefeller Foundation Fellowship for Dissertation Research, 1975-1976
- National Institutes of Health Traineeships, 1973-1974

SELECTED PROFESSIONALS ACTIVITIES:

Current:

- **Member:** Board of Directors, Trust for America's Health, Washington, D.C.
- **Member:** Public Health Accreditation Board, Washington, D.C.
- **Member:** National Advisory Committee, Robert Wood Johnson Foundation" Health & Society Fellows Program
- **Member:** Board of Directors, Foundation for Informed Medical Decision Making
- **Member:** National Consensus Panel on Emergency Preparedness and Cultural Diversity, Office of Minority Health, U.S. Department of Health and Human Services

Past:

- **Member:** Expert Advisory Committee, A Public Health Action Plan to Prevent Heart Disease and Stroke, U.S. Centers for Disease Control and Prevention, Atlanta, GA
- **Chair, Board of Trustees:** Washington Dental Service Foundation
- **Board of Directors and Executive Committee member:** National Association of City and County Health Officials
- **Board of Directors:** Washington Health Foundation
- **Board of Directors:** United Way of King County
- **Chair, Advisory Committee:** King County Health Action Plan
- **Board of Directors:** American Lung Association of Washington
- **Co-Chair:** Seattle Mayor's Heroin Task Force
- **Member:** President's Work Group on Foodborne Outbreaks
- **Chair of Board:** Central Area Community Health Center
- **Chairperson:** National Black Leadership Initiative on Cancer, Boston Chapter
- **Chairperson:** 150th Anniversary Task Force on the Future of Massachusetts Vital Registration and Statistics, Massachusetts Department of Public Health
- **Chairperson:** Boston Needle Exchange Task Force
- **Co-Chairperson:** Boston Maternal and Infant Health Public/Private Partnership Project
- **Board of Directors:** Greater Boston Forum for Health Action, Inc.
- **Executive Committee:** Boston Healthy Start Initiative
- **Board of Directors:** Boston Health Care for the Homeless
- **Board of Directors:** Health Planning Council for Greater Boston
- **Chairperson:** Boston Perinatal Capacity Task Force
- **Chairperson:** Medical Care Section: Massachusetts Public Health Association
- **Chairperson:** Committee on Chronic Disease, American Public Health Association, Medical Care Section
- **Chairperson:** Task Force on the Health Status of Minority and Low-Income Populations: New England Governors Conference and New England Coalition on Health Promotion and Illness
- **Member:** City of Boston Health Care Task Force Transition Team for Boston Mayor Flynn
- **Board of Directors:** Ecumenical Social Action Committee, Boston
- **Member:** Board Committee on Community Relations, Brigham and Women's Hospital, Boston
- **Guest Editor:** Science, Technology, Human Values

PROFESSIONAL SOCIETIES:

- American Public Health Association
- American Society for Public Administration

PREVIOUS RESEARCH and DEVELOPMENT EXPERIENCE:

- **Principal Investigator:** Community Access Program Grant, "Kids Get Care" HRSA, 2001-2003, (\$1,681,867)
- **Principal Investigator:** "King County Health Action Plan", Washington Health Foundation, 2001-2003, (\$150,000)
- **Principal Investigator:** Racial and Ethnic Approaches to Community Health "REACH" Grant, "Reducing Diabetes Health Disparities in King County," U.S. Centers for Disease Control & Prevention, 1999-2003 (\$4,350,000)
- **Co-Investigator:** "Community Linkages and Engagement in Bioterrorism Preparedness" W.K. Kellogg Foundation, 2003-2005, (\$2.6 million) (through the New York Academy of Medicine)
- **Co-Investigator:** "Pathways to Collaboration" W.K. Kellogg Foundation (through New York Academy of Medicine)
- **Co-Investigator:** "Community Partnerships for Health Professions Education," Kellogg Foundation, 1991-1995, (\$7,500,000)
- **Principal Investigator:** "Boston Drug Treatment Improvement Project," Center for Substance Abuse Treatment, SAMSA, 1990-1995, (\$16,000,000)
- **Principal Investigator:** "Boston Healthy Start Project," United States Public Health Services, HRSA, 1990-1994, (\$24,000,000)
- **Principal Investigator:** "Pilot Needle Exchange Program: Boston and Cambridge," Massachusetts Department of Public Health, 1994, (\$100,000)
- **Principal Investigator:** "Healthy Child Project," The Boston Foundation, 1989-1993 (\$400,000)
- **Principal Investigator:** "Case-by-Case Infant Mortality Review Project," U.S. Public Health Service, 1989-1992 (\$150,000)
- **Principal Investigator:** "New England Health and Poverty Institute," funded by The Boston Foundation, 1986-1988 (\$240,000)
- **Principal Investigator:** "Citizen-Derived Risk Communication," U.S. Environmental Protection Agency, 1987-1988 (\$400,000)
- **Principal Investigator:** "Implementation of Boston at Risk," project funded by The Boston Foundation, 1985 (\$100,000)
- **Principal Investigator:** "Primary Health Care and Groups at Risk in Boston," project funded by The Boston Foundation, 1984 (\$125,000)
- **Principal Investigator:** "Epidemiological Studies of End Stage Renal Disease Policy: Patient Severity and Facility Case-Mix," funded by Health Care Financing Administration grant to the University Health Policy Consortium, 1981-1984 (\$545,000)
- **Principal Researcher:** "Small Area Planning for Long Term Care," funded by Farnsworth Trust Fund, Boston, MA, 1981-1983 (\$30,000)
- **Project Director:** "Evaluation of the Primary Health Care for Elders/Demonstration Program," U.S. Public Health Service Hospital, Brighton, MA, 1980-1981(\$23,000)
- **Investigator:** "Estimating the Prevalence of Occupational Respiratory Disease and Analysis of Federal Laws, Regulations and Standards Which Attempt to Control Exposures to Substances Which Cause Those Diseases," U.S. Department of Labor, 1978-1979 (\$80,000)
- **Investigator:** "Cancer Screening Models," project funded by the National Cancer Institute, 1978-1980 (\$45,000)

EDUCATIONAL SECTOR EXPERIENCE:

Developed and taught a variety of trainings, curricula, and educational programs in executive education, continuing professional education, graduate and undergraduate teaching. Content areas include health care management, public health administration, chronic disease epidemiology, behavioral science, community-based prevention education and research methods. Extensive work with public school districts on health education, and health promotion curricula including programs for both elementary and secondary schools.

BIBLIOGRAPHY:

ORIGINAL REPORTS

1. Donahue, Waddell, N., Plough, A., del Aguila, M., and Garland, T. The ABCD's of Treating The Most Prevalent Childhood Disease. *AJPH*, Vol. 95, No. 8 Aug. 2005
2. Plough A. *Understanding the Finance and Functions of Metropolitan Public Health Departments: A key to Improved Public Health Response*. *Journal of Public Health Management & Practice*, September, 2004.
3. Plough A. Common Discourse but Divergent Actions -- Bridging the Promise of Community Health Governance and Public Health Practice. *Journal of Urban Health*, 80:53-57, 2003
4. Shwartz M., Stone D., Camp J., Mulvey K., Kane M., and Plough A. The Value of Case Management in the Publicly Funded Substance Abuse Treatment System. *Journal of Case Management*, Vol. 2, No. 3, Fall 2000
5. Solet D., Plough A., Hagan H., Nakagawara J, Ball J.K. *Unintentional Opiate Overdose Deaths – King County, Washington, 1990-1999*. *Morbidity & Mortality Weekly Report*, July 21, 2000.
6. McCloskey L., Plough A., Power K., Higgins C., Cruz A., Brown E. *The Value of Community-Wide Infant Mortality Reviews: A Case Study*. *Public Health Reports*. 1998.
7. Saitz R., Mulvey K., Plough A., Samet J. *Physician Unawareness of Serious Substance Abuse*. *Am. J. Drug Alcohol Abuse*, 23(3), pp. 343-354, 1997.
8. Shwartz M., Baker G., Mulvey K., Plough A. *Improving publicly funded substance abuse treatment: The value of case management*. *Am J Public Health*, Vol. 87, pp. 1659-1664, 1997.
9. Shwartz M., Mulvey K., Woods D., Brannigan P., Plough A. *Length of Stay as an Outcome in an Era of Managed Care*. *J Substance Abuse Treatment*, Vol. 14, No. 1, pp. 11-18, 1997.
10. Saitz R., Mulvey K., Plough A. *The Substance Abusing Patient and Primary Care: A Missing Link*. *J. Gen Intern Med* Vol 10 (supp), p. 79 (abstract) 1995.
11. Plough A., Olafson F. *Implementing the Boston Healthy Start Initiative: A Case Study of Community Empowerment and Public Health*. *Health Education Quarterly*, Vol. 21, No. 2, 1994.

12. Samet J., Mulvey K., Contreras M., Zaremba N., Talkov B., Plough A. *The Importance of Primary Medical Care in HIV Testing of Substance Abusers*. Clinical Research, Vol. 41, No. 2, 1993.
13. Golding D., Krimsky S., Plough A. *Evaluating Risk Communications: Narrative vs. Technical Presentations of Information About Radon*. Risk Analysis, Vol. 12, No. 1, 1992.
14. Plough A., Krimsky S. *The Emergence of Risk Communication Studies: Social and Political Context*. Science, Technology, Human Values. 12:4-10, 1987.
15. Plough A., Korda H., Delbanca T. *Primary Health Care for High Risk Groups*. Australian Health Review. Fall, 1985.
16. Plough A., Salem S., Schwartz M. *Severity Analysis in End Stage Renal Disease: A Risk Group Approach*. Journal of the Society for Artificial Internal Organs. 1984.
17. Plough A., Salem S., Schwartz M. *Greater Efficiency or Case-Mix Difference?: Facts vs. Fantasy in For-Profit Dialysis, Part II*. Dialysis and Transplantation. November, 1984.
18. Plough A., Salem S., Schwartz M. *Greater Efficiency or Case-Mix Difference?: Facts vs. Fantasy in For-Profit Dialysis, Part I*. Dialysis and Transplantation. October, 1984.
19. Plough A., Salem S., Schwartz M. *Case-Mix in End Stage Renal Disease: Differences Between Hospital-Based and Free-Standing Facilities*. New England Journal of Medicine. 310:1432-1436, May 31, 1984.
20. Plough A. *The Technological Imperative in Medicine*. (A Review) Contemporary Sociology. 12:5. September, 1983.
21. Valentine J., Plough A. *Protecting the Reproductive Health of Workers*. ICRB Cancergram. December, 1983.
22. Valentine J., Plough A. *Protecting the Reproductive Health of Workers: Problems in Science and Public Policy*. Journal of Health Politics, Policy and Law. Spring, 1983.
23. Plough A., Salem S. *Social and Contextual Factors in the Analysis of Mortality in End Stage Renal Disease: Implications for Health Policy*. Am J Public Health. October, 1982.
24. Plough A. *Medical Technology and the Crisis of Experience: The Costs of Clinical Legitimization*. Social Science and Medicine. Vol 15F, 1981.
25. Bishop D., Plough A., Willamain T. *The Nursing Home Level of Care: Problems and Alternatives*. Health Care Finance Review. Winter, 1980.
26. Plough A. *The Cancer Unit. An Ethnography – (A Review) Medical Care*. Winter, 1980.

BOOKS and MONOGRAPHS

1. Krinsky S., Plough A. *Environmental Hazards: Communicating Risk as a Social Process*. Dover, MA: Auburn House Publishing Company, 1988. (1995 edition, Greenwood Press).
2. Plough A., Rarig A. *Diminishing Life Chances: Race, Poverty and Health in New England*. New England Coalition for Disease Prevention, Health Prevention, and Health Promotion (NECON), May, 1988.
3. Plough A. *Borrowed Time: Artificial Organs and the Politics of Extending Lives*. Philadelphia: Temple University Press, 1986.
4. Plough A., Korda H., Delbanco T. *Boston At Risk*. The Boston Foundation, 1985.
5. Callahan J., Plough A., Wisensale S. *Long Term Care of Children*. Waltham, MA: University Health Policy Consortium, 1981.

BOOK CHAPTERS

1. Plough, A. *How Public Health Practice Can Address Social Injustice*. Victor Siedel and Barry Levy, Public Health and Social Injustice. Oxford University Press, 2005
2. Plough A. *Five Case Studies in Risk Communication*. In: Duane G. LeVine and Arthur C. Upton: *Management of Hazardous Agents, Volume 2: Social, Political, and Policy Aspects*. Praeger: Westport, CT. January, 1992.
3. Valentine J., Lamb G., Plough A., et.al. *A Study of the Health Effects of Community Wide Exposure to Toxic Wastes*. In: *Hazardous Waste Management*. Ann Arbor: Scientific Press, 1983.
4. Plough A., Shwartz M. *Models of Cancer Screening: Implications for Industrial Surveillance*. In: Cornell, R. Ed. *Statistical Methods for Cancer Research*. Marcel Dekler, 1983.
5. Plough A., Berry R. *Regulating Medical Uncertainty: Policy Issues in End Stage Renal Disease*. In: Altman S., Sapolsky H., *Topics in Health Policy*, Lexington Books, 1981.

SCIENTIFIC PRESENTATIONS AND ABSTRACTS

Plough A. *Challenges in the Evaluation of Community Empowerment Projects*. Presented to the Centers for Disease Control Blue Ribbon Panel on Community Interventions. SIP25PR BRP, Seattle, WA. July 31, 2000.

Plough A. *Coalition Building: Creative Strategies for Solving Public Health Problems*. Presented to the Washington Dental Foundation, Seattle, WA, June 2, 2000.

Plough A. *Science & Politics in Public Health Policy Development*. Presented to the University of Washington, Daniel J. Evans School of Public Affairs, Seattle, WA, May 8, 2000.

Plough A. *Opiate Prevention Strategies for Seattle & King County*. Presented at the National Conference on Preventing Heroin Overdose: Pragmatic Approaches. Seattle, WA, January 13, 2000.

Plough A., Solet D. *Emerging Needs for the New Health Statistics: A Local Perspective*. Prepared for the Committee on National Statistics workshop Toward a Health Statistics System for the 21st Century," for the National Academies of Science, Engineering and Medicine, Washington, D.C. November 5, 1999.

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Plough A., *Tobacco Control Strategies in Communities of Color*. Grand Rounds, Department of Oncology, Cancer Prevention and Control Center, Boston University School of Medicine, Boston, MA. April 1993.

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Plough A. *The Political Epidemiology of Cancer in Boston's Community of Color: Curbing Tobacco Use and Improving Minority Health*. Fighting Smoke with Fire Conference Sponsored by American Cancer Society, and Massachusetts Department of Public Health, Roxbury Community College, Boston, MA. January 1993.

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